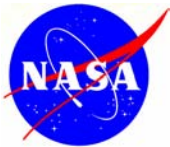


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**Ames Research Center**

**Diversity Implementation Plan**

**October 27, 2006**



National Aeronautics and  
Space Administration

**Ames Research Center**  
**Moffett Field, CA**

## Diversity Implementation Plan for ARC

### Submitted By DEOB Diversity Sub-Committee:

Darlene F. Gross 10/27/06  
Date  
ARC Diversity Sub-Committee Co-Chair  
& Accountability Team Lead for Diversity Plan

Ruth Marlaire 10/27/06  
Date  
ARC Sub-Committee Assessment Team Lead for Diversity Plan

Leticha Hawkins 27 Oct. 06  
Date  
ARC Sub-Committee Awareness Team Lead for Diversity Plan

Mike Liu 10/31/06  
Date  
ARC Sub-Committee Action Team Lead for Diversity Plan

### DEOB Advisory group Chair(s) Concurrence

Brett Vu 10/31/06  
Asian American and Pacific Islander Advisory Group (AAPIAG)

Eric Kristich 10.30.06  
Hispanic Advisory Committee for Employees (HACE)

Kevin Jones  
African American Advisory Group (AAAG)

Dana Bolles 1 Nov 06  
Employees with Disabilities Advisory Group (EDAG)

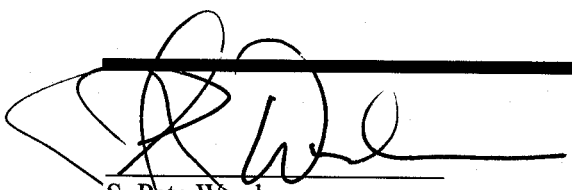
Mike Liu  
Native American Advisory Committee (NAAC)

Travis Liggett/Krisstina Wilmoth 10/31/2006  
Lesbian, Gay, Bisexual & Transgender Advisory Group (LGBT)

Yvonne Clearwater/Laura Doty  
Women's Advisory Committee (WAC)


Paul K. Davis  
Union Representative

## Senior Management Concurrence



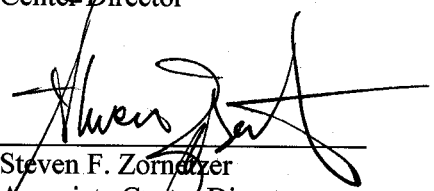
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S. Pete Worden  
Center Director



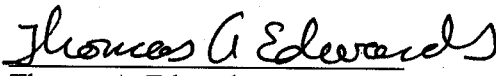
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Marvin Chris Christensen  
Deputy Center Director



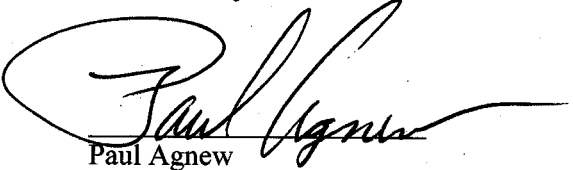
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Steven F. Zornitzer  
Associate Center Director  
for Institutions and Research



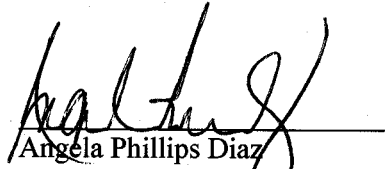
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Thomas A. Edwards  
Director of Aeronautics



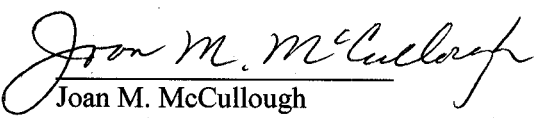
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Paul Agnew  
Chief Financial Officer



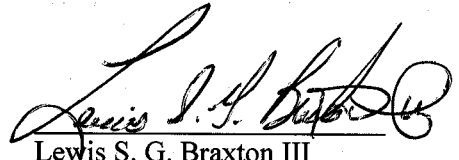
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Angela Phillips Diaz  
Chief Director of Strategic  
Communications & Development  
Directorate



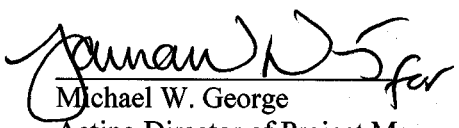
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Joan M. McCullough  
Director of Human Capital



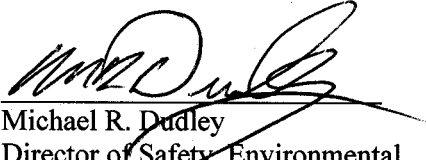
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Lewis S. G. Braxton III  
Director of Center Operations



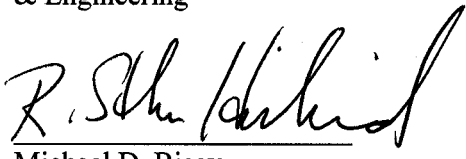
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Michael W. George  
Acting Director of Project Management  
& Engineering



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Michael R. Dudley  
Director of Safety, Environmental  
& Mission Assurance



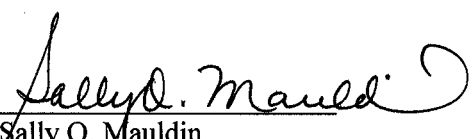
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Michael D. Bica  
Director of Science



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Eugene L. Tu  
Director of Exploration Technology



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Sally O. Mauldin  
Chief Counsel



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Adriana Cardenas  
Director, Office of Diversity & Equal Opportunity

## CHANGE INFORMATION PAGE

This document is under configuration control of the ARC, Diversity and Equal Opportunity Board (DEOB). Changes to this document will be made by Document Change Notice (DCN) or by complete revision. Questions concerning this document should be addressed to:

Darlene F. Gross  
Co-Chair DEOB Diversity Sub-Committee  
Mailstop 203-10  
Moffett Field CA, 94035

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Document Number	Status/Issue	Publication Date	
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## Change CONTROL SHEET

Document Change Notice	Date/Time	Type of Change(s)	Section(s) Affected	Author
Version 1 - revisions	Oct 26, 8-10am	Changes Discussed at 10/26 DEOB	All except Appendices A & B	D. Gross

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# Ames Research Center Diversity Plan

October 27, 2006

## Introduction – Background

The NASA and Ames Research Center (ARC) policy statements on diversity reflect how integral diversity is to our mission success. (Appendices A & B) NASA leadership is committed to creating a working environment that values and utilizes employee contributions at all levels. It is recognized that diversity will maximize the inclusion of everyone at Ames and across NASA.

The Center's Diversity and Equal Opportunity Board (DEOB) is championing diversity by infusing it into all of the Center's processes to ensure that diversity is integrated into the core values of the Center at all levels. Diversity is an important goal and the DEOB plays an active and visible role in enforcing diversity throughout the Center.

A Diversity Sub-Committee was established to develop an ARC Diversity Plan. This plan would be based on the following groundwork developed by Diversity Leadership Alumni and presented to, and approved by the DEOB.

### 1. ARC Diversity Mission Statement

- Create an **inclusive** work environment that recognizes and appreciates all employees' perspective
- Provide each employee with **opportunities** to reach their highest career potential
- Embed diversity principles in decision-making processes to reinforce a high-performance **culture**

### 2. The Business Case

Diversity is the variety of people, culture and ideas that contribute to optimizing the Ames contribution to meet the NASA mission. Diversity fosters inclusion, encourages the exchange of new ideas, supports decision-making processes, broadens the scope of problem solving, and engages the work force at every level. In a preliminary discussion regarding the Center's diversity management program the Diversity Leadership Alumni developed the following questions based on their impressions regarding why ARC should address diversity given the current environment and the direction needed to meet future challenges.

- Does the current culture's decision-making process encourage alternate views and ideas at all levels of the workforce?
- Does the current Ames culture need to change in order to prevent lose of critical knowledge and skills, which could impact the Center's ability to meet its mission?
- Does Ames have the resources to be a global leader and set the standard for visionary program management?
- Will the Ames diversity objective ensure that ARC and its employees achieve the highest standards of performance, potential, and mission success?

The DEOB recognizes that valuing diversity optimizes the Center's ability to extract contributions for work processes, work products, and decision-making strategies from across the workforce.

### 3. Why Diversity is Important

- Diversity is a catalyst for stimulating innovation, creativity, and technological advancement from our workforce
- At a time when morale is being adversely impacted by changes in the Agency, it is imperative for Ames to create an environment of inclusion for all, in order to develop and retain the best and brightest
- In the current competitive environment, we believe diversity will help produce higher quality products
- Promote a productive work culture that recognizes and emphasizes valuing the employee

### 4. Benefits Realization

The Diversity Leadership Alumni and the DEOB will implement the Diversity Plan to achieve the following benefits:

- Creating an environment that encourages open dialogue and values individual ideas
- Developing, retaining, and attracting highly qualified individuals who can effectively contribute to mission success
- Increasing innovation and problem solving capabilities by drawing from a wider knowledge base and variety of perspectives
- Valuing all employees, promoting respect in the workplace, thus improving employee morale

These benefits are aligned with the Agency and Center Policy Statements on Diversity.

### 5. The Diversity Plan would consist of the following four elements:

- Awareness
  - Effective communication of Diversity principles and policies in the Ames community
  - Effective communication of mission statement and business case
  - Educate the Ames community to recognize the rationale and benefits of Diversity
- Assessment
  - Baseline and review of “where we are at the Center”
  - Assess the environment to identify areas for continuous improvement
  - End of year measurement of progress, identify areas for improvement
- Action
  - Develop milestones and measurement
  - Training staff and management on Diversity Awareness
  - Put into practice Diversity principles and behaviors in the professional environment

- Accountability
  - Identify methods and tools of measuring manager and employee accountability in the area of diversity

To develop this Plan, four working teams were formed to identify and develop tools to support Ames with their diversity efforts. The working teams were developed with volunteers from across the Center and included, Diversity Leadership Alumni, representation from employee, management, supervisory and Directorate levels, as well as a representative from the ODEO and a consultant with expertise in the area of Diversity and Equal Opportunity.

The four working teams; Awareness, Assessment, Accountability, and Action were charged with developing a Diversity Plan and providing guidance to support the development of Center strategies and objectives for strengthening the diversity program in all areas of Center activities and planning. Each working team developed a strategic goal and objectives (Appendices C-F) and identified activities to address each element within the Diversity Plan.

The purpose of this plan is to establish an overarching structure for managing the implementation of Diversity initiatives at ARC. This will include addressing the objectives identified within each element, identification of participants and their roles and responsibilities, and an implementation schedule. Approval of the Diversity Plan by the DEOB establishes Center commitment to support the plan and authorization to proceed with implementation.

## **Goal for each Element**

The overarching goal established for each element by the working teams are as follows:

1. Assessment: Establish a baseline and conduct periodic assessments of how the NASA Ames workforce defines, exhibits awareness of, and supports Center diversity. In addition, it will measure how diversity affects the workforce and productivity.
2. Awareness: Develop a communication plan that includes marketing, outreach and education to increase awareness of the Center's policy on diversity. Develop diversity materials including briefings, press releases, and other outreach publications, including the organization of events about diversity.
3. Accountability: Establish a long range plan for organizational culture change to promote inclusion, create avenues to improve employee access to career opportunities, to identify methods to demonstrate management's commitment to diversity, evaluate methods to enhance employee hiring and retention, and ensure success of diversity initiatives in the future.
4. Action: To define the actions necessary to implement and sustain the Diversity Plan. Define the appropriate actions, resources needed, and the schedule with which to accomplish the planned actions.

## **Objectives**

The objectives for creating a Diversity Plan are to initiate actions for:

- Demonstrating the Center's commitment to diversity as a core value in external and internal relationships
- Achieving personal commitment and accountability for diversity
- Analyzing the expectations of management regarding the contribution of Diversity to business and corporate culture
- Designing guidelines for employees and managers
- Developing processes for showcasing and rewarding exemplary (employee and management) behavior and engagement, embodying Diversity in everyday practice
- Integrating Diversity into management and leadership models
- Re-establishing mentoring

The working team's developed plans to identify activities for accomplishing diversity goals. (Appendices C-F) Upon completion of the Center assessment the working teams will identify the key areas where attention should be focused during the FY07 and FY08 implementation activities as well as identifying long term needs for sustaining diversity.

## **Roles/Responsibilities**

Diversity and Equal Opportunity Board (DEOB)

- The DEOB will:
  - Identify and promptly address diversity issues as they arise
  - Ensure that actions that do not support diversity are acknowledged and addressed appropriately
  - Review and approve Center Diversity Plan
  - Implement the Diversity Plan through a series of actions that will be documented in the quarterly EO/Diversity Action Plans beginning FY07
  - Review and measure progress of the Diversity Plan implementation at each DEOB meeting
  - Report status of implementation of Diversity Plan objectives to Center Director bi-annually
  - Be responsible for maintaining and updating the Plan on an annual basis with assistance from the Diversity Leadership Alumni

The DEOB Diversity Subcommittee

- The DEOB Diversity Subcommittee will:
  - Develop the Ames Diversity Implementation Plan
  - Ensure involvement from both senior management, ODEO, and the Diversity Leadership Alumni
  - Report status of implementation activities to the DEOB

## Office of Diversity and Equal Opportunity (ODEO)

- The ODEO will:
  - Provide guidance and support for Diversity planning and implementation activities
  - Actively participate in designing, developing, planning, executing, and sustaining a Diversity program at the Center

## Implementation Schedule

The Overall-Integrated Schedule initially presented provided the following guidance for each of the four elements (Assessment, Awareness, Action, and Accountability)

- 1st year
  - Action \*DEOB endorses Diversity Plan
  - Awareness \*Diversity Plan education and marketing
  - Assessment \*Initial (Baseline)
  - Accountability \*MD-715, Identify methods and tools to measure accountability
- 2nd Year
  - Action \*Evaluate Plan, update EPCS, Accomplishment/Progress Report
  - Awareness \*Ongoing awareness support activities
  - Assessment \*Annual follow-up
  - Accountability \*EPCS, Measure accountability
- 3rd year
  - Action \*Review Plan
  - Awareness \*Ongoing awareness support activities
  - Assessment \*2<sup>nd</sup> Annual follow-up
  - Accountability \*EPCS, Measure accountability

Initially it was thought that the timeline for these activities would start in FY06, however, due to the structure of the teams (volunteers with additional workload requirements) and financial process and system constraints (end of fiscal year procurement and SAP deadlines) it was determined that a FY06 timeline was not feasible for all areas. An integrated implementation schedule (Appendix G) was developed and includes the activities occurring in FY06 (Reference Table 1 below) with overall implementation in FY07 and FY08.

## Communication

The objective of communicating the Diversity Implementation Plan is to promote a cultural change through awareness and implementation of diversity initiatives across the Center.

The communication strategy is focused on ensuring that individuals across the Center:

- Understand the positive impact that diversity initiatives will have on them
- Understand the purpose of the diversity initiatives
- Understand their role in diversity
- Understand the need for the changes

- Receive clear and consistent messages about Diversity
- Receive positive messages about the initiative, and recognize that this is the right solution for ARC
- Participate in two-way, open and honest communication

We believe communication will play a vital role in the overall success of the Diversity Implementation Plan. The ODEO web site has been identified as the official source to ensure Center communication on Diversity are focused on providing support and enabling the long and short-term objectives of the Center Diversity Plan.

Several sources have been identified to support the creation and delivery of Diversity messages, these sources are:

- **Center Management** – Center Director, All Directorates
- **Diversity and Equal Opportunity Board**
- **Office of Diversity and Equal Opportunity**– Directorate Communications and Web site
- **Awareness Team** – Diversity Awareness Team
- **Diversity Leadership Alumni**

## **Funding Requirements**

Funding requirements were established based on the initial timeline provided and estimated requirements for implementation activities. The budget established for implementation of the Diversity Plan between FY06 – FY08 is \$100K. The Sub-Committee co-chair will work with the CFO organization to identify the funding breakout for each fiscal year requirements to ensure funding sources are made available as needed.

Each working team identified funding needs and is budgeted as follows:

- Assessment: \$40K
- Awareness: \$25K
- Accountability: \$0
- Action: \$25K
- Subject Matter Expert (consultant): \$10K

**Table 1: WORKING TEAM ACTIVITIES for FY06**

<b>TASK</b>	<b>RESPONSIBLE ORGANIZATION</b>	<b>DELIVERABLE</b>	<b>DUE DATE Completed √</b>
<b>Task 1:</b> Develop an Ames Diversity Plan (developmental details and recommendations for implementation) and report to the DEOB.	DEOB Sub-Committee for Diversity	ARC Diversity Plan provided to the DEOB for approval	September 30, 2006 √10/26/06 DEOB Approved
<b>Task 2:</b> Develop survey requirements for establishing baseline data	Assessment Team	Requirements for baseline survey developed and issued to procurement for contracting action	September 30, 2006√
<b>Task 3:</b> Develop Center-wide diversity awareness campaign	Awareness Team	Diversity awareness goals established and issued	September 30, 2006√
<b>Task 4:</b> Begin activities for development of awareness campaign materials	Awareness Team	Requirements for graphics and printing developed and initiated	September 30, 2006√
<b>Task 5:</b> Develop accountability goals and identify a variety of mechanisms for tracking, reporting and ensuring accountability	Accountability Team	Accountability goals established and identified (to be refined based on findings from baseline assessment)	September 30, 2006√
<b>Task 6:</b> Develop an Action Plan	Action Team	Action plan and schedule established	September 30, 2006√

## **National Aeronautics and Space Administration Policy Statement on Diversity**

Diversity is integral to mission success at NASA. The principles of diversity reflect a broad range of values and practices, the overall goal of which is to make sure we take full advantage of the differing viewpoints, ideas, and backgrounds that each of us brings to the table. What is important is the suite of capabilities that each individual brings, not the package it comes in.

The effectiveness of diversity, both from an individual and an institutional perspective, is clear. To design the most effective systems, NASA must have a diversity of views, ideas and perspectives. This requires taking into account all the possible sets of training and experience that come from people of different backgrounds and life experiences. It is the widest diversity of viewpoints and considerations that go into making good technical solutions for NASA.

Not only do we need diversity of thought and opinion, we need the freedom to express it. We, especially managers and supervisors, must work to create an environment in which people are not afraid to speak out before we are about to make a critical decision. NASA must be an organization where the expression of honestly stated ideas and opinions is welcomed and encouraged.

Returning astronauts to the Moon, and journeying to Mars and beyond, will require a diverse team of many individuals with the best minds, the most comprehensive expertise, the broadest knowledge and the strongest talent. With this, we can go where the President's Vision for Exploration will take us.

NASA is fully committed to diversity as a model for helping to identify and develop the best talent, create effective teams, achieve excellence, and realize mission success.

  
\_\_\_\_\_  
Dr. Michael D. Griffin  
Administrator

3/20/06  
Date

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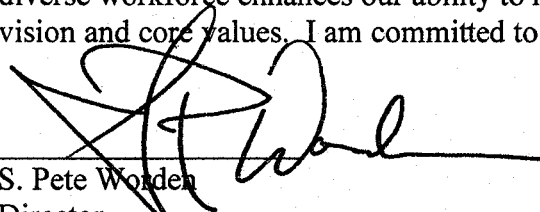
### Ames Research Center Policy Statement on Diversity

I am reaffirming the Center's commitment to diversity. A diverse workplace, dedicated to maximizing the potential of every employee, is integral to the vision and mission of Ames and a necessity for the success of NASA in the 21<sup>st</sup> century. Diversity is a management leadership philosophy and core value for maximizing potential at both the individual and organizational levels. It achieves this by fostering awareness, understanding, and respect for individual differences and by capitalizing on the knowledge, expertise, and unique background and life experiences offered by each individual.

These include, but are not limited to, internal dimensions of personal identity such as one's race, gender, ethnicity, and age; and external and organizational dimensions such as geographic, professional, cultural and economic background, income level and communication style, first language, religion, organizational role and family status. Diversity is the catalyst for innovation, creativity, and technological advancement. The role of diversity within Ames is not only to function as a program or philosophy, but to also exist as an integral part of the formula for the Center's success.

In demonstrating our commitment to these principles, we will celebrate and honor our NASA core values of Safety, Teamwork, Integrity and Mission Success. Ames will strengthen and maintain a workplace culture that promotes understanding and appreciation of diverse cultural and ethnic backgrounds and lifestyles. In doing so, Ames will continue to encourage respect for the value of diverse ideas, perspectives, and experiences, acknowledging the benefits for innovation and excellence that such diversity can bring.

Accordingly, our commitment to diversity is essential for success. A high-performing diverse workforce enhances our ability to more effectively implement NASA's mission, vision and core values. I am committed to doing my part and I challenge you to do yours.

  
S. Pete Worden  
Director

7/20/06  
Date

## APPENDIX C

### **Assessment Team Proposed Goals, Strategies and Tasks**

**Team Members:** Ruth Marlaire (Lead), Dana Bolles, Don Mendoza, Jill Willard, Mary Walsh, Sally Mauldin, Kay Hutchinson, Maricela Davis

**Goal:** Provide the DEOB Subcommittee periodic assessments of how the NASA Ames workforce defines, exhibits awareness of, and supports Center diversity.

#### **Strategies:**

Establish baselines and conduct periodic assessments of the NASA Ames workforce's:

1. understanding and definition of Diversity
2. awareness of Diversity
3. support for the Center's Diversity Program
4. workplace climate/ culture i.e. How do we conduct ourselves @ ARC?
5. perception of the Center and/or co-worker support of diversity

#### **Tasks:**

1. Assess knowledge of diversity and diversity issues in the workplace
2. Survey employees to assess awareness of ARC NASA diversity efforts
3. Assess awareness of available personnel tools, authorities, regulations, and procedures
4. Assess recruitment plans that expand pool of qualified applicants
5. Assess training on diversity values and management
6. Establish baselines for managers, supervisors and employees trained on achieving diversity; do follow-up surveys to measure achievement
7. Develop assessment baseline for retention of employees
8. Assess developmental opportunities i.e. details, assignments, leadership training for all interested employees
9. Assess management actions to ensure they incorporate the strategies identified in this plan
10. Assess outreach efforts made to attract a pool of diversified employees
11. Conduct surveys, or other actions, to assess employee expressions of fair and respectful treatment and to identify work areas needing remedial action
12. Assess from where the applicant pool of people applying for employment are coming
13. Assess employment processes and practices to identify and eliminate barriers for people with disabilities
14. Assess strategies for career development for advancement of employees
15. Survey employees to assess how supported they feel with regard to diversity

## APPENDIX D

### Awareness Team

**Awareness Team:** Leticha Hawkins (Lead), Angela Diaz, Michael Marlaire, David Morse, Christine Munroe, Vern Vanderbilt, Aida Villagrancia

#### Strategy/Goals:

The goal of the Diversity Awareness Campaign is to, over the three – year Diversity Plan implementation schedule, educate the Center about the Ames Diversity Plan. The team focused on:

- Communicating Diversity principles and policies to the Ames community;
- Effective communication of the Diversity mission statement and business case; and
- Educating the Ames community to recognize the rationale and benefits of Diversity

The team was tasked with developing a communication plan that included marketing, outreach and education. The Team developed a marketing campaign to increase awareness of the organization's Diversity policy and the dissemination of information regarding the policy. This team was also tasked with the development of materials about the new policy, including briefings, press releases, and any other outreach publications. Promotional events about the diversity policy were organized such as Buzz Campaign, stand-down day and other similar events.

The Team's strategy was to develop activities and identify tools to facilitate effective implementation of diversity concepts and principles. Diversity training will be delivered by trained employees. In this manner, the trainee will receive information about the benefits of valuing diversity in the workplace. The Team advocates diversity as an acceptable tool because it has potential to increase employee productivity and performance.

The Team did not want to give the Center the impression that Diversity is just another concept that is talked about and soon forgotten. The Diversity Awareness campaign will be different and present information in a way that would promote cultural change.

#### Objective to Achieve Goals:

The Awareness Team, wanted to present the information about the Ames Diversity Plan in a way that would be positively received by Ames employees. Products would be easy to understand and easy to remember. Marketing tools will let employees know that diversity was not based on compliance or representation. One of the reasons Diversity is promoted as “A Value Based Workforce” is that the term “Diversity” can be viewed as just another initiative that will soon be forgotten. “A Value Based Workforce” describes the principles behind diversity, i.e., recognizing the worth of an organization's human resources and using that resource to the fullest

in order to achieve organizational goals. It does not conjure up thoughts of compliance and representation.

In order to achieve its goals the Team created an implementation schedule and a list of products to support the message contained in the Diversity plan. The products include a poster campaign, training video tape, pamphlets, notepads, bookmarks, and other items to keep the Diversity Plan's principles visible.

Events may include an All Hands presentation on diversity and Diversity Day. Diversity Day is a day of Assessment. Managers and supervisors should meet with their employees to get to know their concerns surrounding perceived biases and barriers that exist in their organization.

The Year One Awareness Schedule was implemented in Phases:

**Phase 1 – The Hook: Diversity Will Positively Affect Productivity and Performance**

Introduce the product before it is launched.

**Phase 2 – The Roll-Out: Send out the Emissaries**

Send Diversity Emissaries to Directorate/Division/Branch Meetings to stir up interest and get employees thinking about Diversity. Diversity Emissaries will conduct 15-20 minute presentations.

**Phase 3 - Support the Emissaries**

In conjunction with Directorate presentations, creation and distribution of auxiliary activities and products

**Phase 4 – Pulse the Center**

An assessment tool is needed to evaluate the effectiveness of the Awareness Plan

The second and third year activities would be focused on sustaining interest in the Diversity Plan and working in conjunction with other Diversity Plan Teams to support communication, marketing, or advertising needs.

## APPENDIX E

### **Accountability Team**

**Accountability Team:** Darlene Gross (Lead), Laura Doty, Sandy Olliges, Brett Vu, Rhonda Baker

#### **Diversity Plan Recommendation:**

The accountability team has identified an Accountability goal to be included in the ARC Diversity Plan. In addition, a list of objectives for meeting this goal has been provided.

It is recommended that an initial assessment on Diversity be performed at the Center. The results of this assessment would identify potential areas of weakness. Based on these findings, the DEOB would identify the specific objectives (from the list) that would be needed to ensure improvement in the areas of weakness. To implement the objectives, the DEOB would present their recommendations to the Center Executive Council to reach an agreement that the objectives chosen are valid, measurable, and reasonably attainable based on implementation methodology. In addition, progress in these areas should be measured quarterly in the first year, and then annually to ensure the goal is being met.

#### **ACCOUNTABILITY GOAL:**

Establish a long range process for organizational culture change to promote inclusion, improve employee access to career opportunities, encourage the demonstration of management commitment to diversity, promote investment in avenues to enhance employee hiring and retention, and ensure success of diversity initiatives in the future.

#### **OBJECTIVES:**

##### Leadership

1. Center Director plays an active and visible role in enforcing diversity initiatives throughout the center
2. Center director meets with the Diversity and Equal Opportunity Board quarterly to ensure that the diversity strategy is on track
3. Senior management officials demonstrate a firm commitment to diversity, visible to all employees and applicants for employment
4. Establish a written policy statement expressing commitment to diversity in the workplace
5. Conduct regular internal assessments, on at least an annual basis, to assess the effectiveness of diversity planning
6. Executive Council defines 'inclusion', and develops inclusion metrics for selected senior management activities
7. Develop a Center Level Management Objective (CLMO) that is diversity-based.

### Training/Career development (leadership and employee)

1. Review and assess career developmental training and leadership program opportunities
2. Provide diversity training for managers/employees
3. Diversity Fellowship Program to develop high potential minority graduates on a management level track
4. Exposing diverse employees that demonstrate high potential to the same key career developmental positions that have traditionally led to senior executive jobs for their white, male counterparts
5. Evaluate career development training and leadership program opportunities at Ames
6. Annually review participants selected for training and leadership programs
7. Encourage management to formalize a mentoring program for employees
8. Encourage use of the Individual Development Plan to create dialogue on career development

### Hiring/Retention

1. Supervisor/manager encourages expression of diverse viewpoints and cultural identities
2. Actively adopts diversity leadership philosophies and management practices demonstrated by the integration of diversity concepts and communicates such examples in staff and division meetings
3. Create job duties and roles such that minorities and women have the authority to impact the broader scheme of the center and can make valuable contributions to decisions, strategies, and policymaking
4. Include diversity planning goals with New Employee orientation materials
5. Selection committees include diverse group of individuals and perspectives (i.e different expertise, disciplines, gender, ethnicity)
6. Position requirements will include language that does not exclude opportunities for a diverse population of candidates

### Outreach (community partnerships) Events (sponsor, participate, support, advocate)

1. Evaluate management EO/Diversity Action Plans and outreach efforts
2. Complete quarterly diversity article for the AstroGram
3. Provide official time for employees to serve in collateral duty diversity assignments and rate assignment in performance appraisal
4. Sponsors employees and/or attends national diversity-related events
5. Co-hosts or co-sponsors events, activities and programs that relate to diversity in the respective branch or division
6. Institute Social Styles Roundtable to examine how diverse communication styles affect business relationships
7. Encourage improved institutional support of those responsible for promoting diversity programs
8. Develop partnerships with universities, professional associations, and community organizations

### Employee Performance Communication System

1. Include diversity discussions within team meetings
2. Evaluate managers and supervisors on efforts to include a variety of perspectives from diverse group when making decisions
3. EPCS planning, mid-term, and end of year discussion topics should include a dialog about inclusion and exclusion, and what it means to the employee (to be included). That can be turned into an objective for the year, with metrics for both the employee and the supervisor.

### Measures

1. The Center will review, evaluate and monitor management actions to ensure they incorporate the goals identified by this plan. This will be accomplished by having Directorates include a quarterly update on the activities taken and planned as part of the EO/Diversity action plans status to the DEOB.
2. Quarterly reports will include identification of productivity impacts that may have been demonstrated by these activities.
3. The Center will phase-in diversity actions along with defined metrics, and measure whether or not an increase in productivity occurs. This will be achieved through development of a baseline assessment of productivity as part of the diversity assessment tool. Follow up surveys would provide opportunities to assess progress toward goals.
4. Each employee, manager and supervisor should understand their roles and responsibilities in the center diversity project, each person's specific performance goals should be included in their annual performance plans with a metric for each, and each person's annual performance should also include an assessment of these metrics.
5. Performance ratings are a tool in which employees, managers and supervisors can be held accountable for actions and progress made toward meeting diversity goals.

## APPENDIX F

### **Action Plan Team**

**Action Team:** Mike Liu (Lead), Orlando Santos, Lewis Braxton III, Joy Murphy

#### **Scope:**

The action plan team has the primary responsibility for defining the actions needed to implement and sustain the Diversity Plan.

The Diversity Plan consists of the four “A’s” – Awareness, Assessment, Action, and Accountability.

Awareness – The purpose of awareness is to make the center staff (employees, management, and contractors) aware of what Diversity is, what the Ames business case for Diversity is, and the Mission statement for Diversity.

Assessment – The determination of how we are doing. An initial determination of the current state of the center, and periodic determinations as the diversity plan is implemented. Assessment would also include metrics for reporting state and progress.

Action – To define the actions necessary to implement the Diversity Plan. Define the appropriate actions, resources needed, and the schedule with which to accomplish the plan actions.

Accountability – To make sure that the plan is being followed, actions are being taken, and that all involved (employees, management, etc) are doing their part to execute the plan. This could also tie in to meeting certain MD-715 requirements and EPCS elements.

#### **Action team approach:**

Obtain actions from each of the Diversity plan teams, formulate those actions into executable items – this would involve the following:

- Develop the action description
- Identify resources required to execute the action
- Identify the responsible party for performing the action
- Develop a schedule for completing the action

These actions would then be written into the Diversity plan.

The longer term role of Action team as the Diversity plan is implemented might be to monitor the actions and maintain/report the status of actions to the DEOB. (We can discuss this further as we get the plan into place).

## APPENDIX G

## Integrated Implementation Schedule as of 10/20/06

